

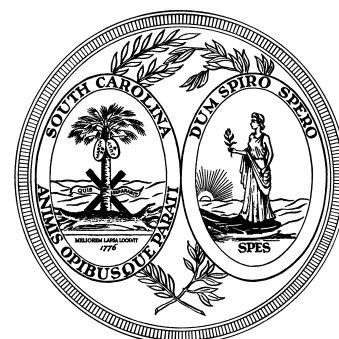
ANNUAL ACCOUNTABILITY REPORT

**Fiscal Year
2003 - 2004**



**South Carolina
Department of
Juvenile Justice**

**William R. Byars Jr.,
Director**



**Mark Sanford
Governor**

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Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 15, 2004

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Section I – Executive Summary

Fiscal year 2003-2004 proved to be one of unprecedented success for the Department of Juvenile Justice. Of foremost importance was the successful conclusion of a 13-year old class action lawsuit. Following termination of the court order, the Director made a commitment to strive for continuous improvement in order to exceed the minimal constitutional standard that DJJ facilities now meet. Concurrently the agency has maintained its course to strengthen capacity at the front end of the juvenile justice system, achieving notable successes toward the goal of a seamless system in which juveniles receive services and supervision at home or in the least restrictive setting.

DJJ's underlying philosophy is the nationally recognized Balanced and Restorative Justice model (BARJ). BARJ principles place equal emphasis on accountability to victims, restoring the community following a crime incident, and building the competencies of offenders. A fundamental premise is that offenders should emerge from the juvenile justice system prepared to be contributory and law-abiding citizens. Balanced and Restorative Justice aligns perfectly with DJJ's statutory responsibilities that include accountability-based sanctions and rehabilitative services for offenders as well as the involvement of victims in decisions made about juvenile delinquency cases.

Mission and Values

The frame of reference for DJJ's mission is set forth in its responsibilities and mandates under state law. Section 20-7-6805, *South Carolina Code of Laws* establishes the Department of Juvenile Justice as a state agency. Other key provisions include:

20-7-6810 and 20-7-6815	Establishes DJJ as a member of the Governor's Cabinet – Director appointed by the Governor and serves at the will and pleasure of the Governor
20-7-6825 and 20-7-6835	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department
20-7-7405	Establishes DJJ's authority to provide intake services and probation supervision
20-7-6840	Establishes the community-based services to be provided by DJJ
20-7-6845	Establishes the institutional services to be provided by DJJ
20-7-6855	Establishes a special school district within DJJ
20-7-8315	Establishes DJJ's authority to provide parole supervision services
16-3-1505	Establishes DJJ's role in providing services to crime victims

Based upon these statutory responsibilities, the restorative justice model, DJJ's position within the Executive Branch as a Cabinet agency, and Governor's mission for the state of South Carolina, DJJ's mission is as follows:

The Governor's mission is to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.

The South Carolina Department of Juvenile Justice supports the Governor's mission by protecting the public and reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.

DJJ embraces as its core organizational values:

- ❑ Trust – Staff members will express confidence in the integrity, reliability, and character of others.
- ❑ Honesty – Staff members will deal with each other in a sincere and straightforward manner.
- ❑ Respect – Staff members will treat others with care and consideration.
- ❑ Integrity – Staff members will behave in an ethical manner consistent with their words and beliefs.
- ❑ Loyalty – Staff members will remain faithful and devoted to the mission of DJJ.
- ❑ Diversity – Staff members will seek, value, respect, and promote differences among fellow workers and within the community.

Major Achievements from Past Year

A revisiting of DJJ's strategic planning goals for 2003-2004 reveals that all were achieved in a timely fashion. The following is a synopsis of the most important accomplishments.

- ❑ The Department of Juvenile Justice enjoyed a historic moment in December 2003 with the favorable conclusion of a 13-year old federal class action lawsuit. Termination of the lawsuit reflected the federal judge's renewed confidence in the direction, credibility, and good faith intentions of DJJ. The termination action signifies official recognition that the agency has put measures in place to ameliorate overcrowding and meet minimal constitutional standards within its facilities.
- ❑ DJJ's partnership with Clemson University came to fruition as Youth Development Center housing up to 60 committed low risk offenders opened in a Clemson facility in May 2004.
- ❑ In June Clemson University faculty guided the agency through an intensive charrette design process, resulting in a comprehensive plan to fully develop the natural resources and physical plant associated with the Broad River Road Complex.

- ❑ Building upon partnerships with the faith-based community and the Legislative Black Caucus, DJJ facilitated the opening of three Teen After-School Centers located in Bishopville, Hartsville, and Greenville. More centers will open next year, as nearly 100 churches have expressed an interest in housing and staffing such programs.
- ❑ DJJ flattened the organizational structure that supported each of three facilities on Broad River Road in Columbia by creating a single entity known as the Broad River Road Complex. This reorganization resulted in an annual cost savings of about \$600,000 and has been achieved without the loss of any staff directly responsible for security, supervision, or treatment of juveniles.
- ❑ DJJ closed its outlying facility for females in Greenwood, South Carolina, moving the residents to their own separate community within the Broad River Road Complex. The closure of Greenwood has resulted in annual savings of approximately \$1.5 million, helping the agency to sustain its core programs in the face of budget cuts.
- ❑ DJJ is achieving cost savings of \$600,000 in the health services area through a partnership with the Department of Corrections to provide dental care for its residents and by contracting out pharmacological services.
- ❑ In 2003-2004 DJJ activated a federally funded Reintegration Initiative to provide intensive case management services to incarcerated youth as they prepare for and re-enter the community. South Carolina has been chosen as a national evaluation site for the initiative based on the strengths of its program and data collection processes.

Key Strategic Goals for Present and Future Years

- ❑ Goal # 1: Strengthen Community Alternatives and Supervision – The DJJ administration maintains its commitment to strengthening the front end of the juvenile justice system with strategies that enable the majority of youth to receive supervision and services in community settings. To that end the agency is developing capacity in the areas of day treatment/after school programs, community-based options for determinately sentenced committed juveniles, and local planning for at risk youth through the Communities that Care model. Specific accomplishments toward this goal in 2003-2004 included opening the TASC programs and the Clemson Youth Development Center, as described above. DJJ also has a long-range goal of reducing its community caseloads in order to provide more intensive supervision of juvenile probationers and parolees.
- ❑ Goal # 2: Decentralize the Continuum of Beds and Services – In 2003-2004 planning and action steps toward this goal focussed primarily, though not exclusively, on the condition of young women within the juvenile justice system. The specific issue that has been successfully addressed concerns their equal access to options within the continuum of beds and services, including regional evaluation services, regional admissions processing, and community based alternatives to institutionalization. DJJ will reassess bed needs during 2004-2005 in the face of this year's successes and

certain statutory changes to ensure the continued orderly development of alternative beds for both males and females. The ultimate goal is to serve lower risk committed juveniles, and to divert many of these juveniles from commitment, through community programs that cost less in state dollars and produce better outcomes than do large facilities. It is hoped that the fulfillment of this goal will enable a reduction of beds within the secure perimeter and a redirection of funds associated with secure custody programs to the community side of the continuum.

- ❑ Goal # 3: Redirect Monies to Fund Essential Services – DJJ has diligently taken steps to reorganize, consolidate, privatize, and establish partnerships that save money and allow the redirection of funds to maintain core services at an adequate level. Faced in 2003-2004 with a deficit in budgeted revenues that failed to materialize, DJJ made up the majority through internal belt tightening and received permission from the Budget and Control Board to deficit spend at a level of \$1.0 million. Significant cost savings resulted this year in the medical services areas through privatization of pharmacological services and a partnership with the Department of Corrections to provide dental care to the incarcerated population. The closure of the Greenwood facility and relocation of its population to the Broad River Road Complex will generate annual savings of \$1.5 million beginning in fiscal year 2004-2005.
- ❑ Goal #4: Increase the Employability of Juveniles – Juvenile employability plays a key role in redirecting the lives of young people toward productive, law-abiding citizenship. The goal of increasing employability applies across the Community Services Division, the Rehabilitative Services Division, and DJJ's school district. In DJJ facilities there is a renewed emphasis on employability as a focus of treatment programs. Even the recreation and sports program for confined juveniles has an employability focus in areas ranging from equine care to sports officiating. At the community level, DJJ, through Workforce Incentive Act monies, this year will implement employment-oriented summer and after-school programs in four of South Carolina's rural counties targeting juveniles under probation and parole supervision. These employment enrichment programs will match youth career assessments with the needs of local businesses and allow juveniles to receive on-the-job experience in their chosen areas of interest.

Opportunities and Barriers

Opportunities – The following opportunities provide a foundation for fulfilling DJJ's mission and achieving its strategic goals:

1. Maintain focus on the front end of the juvenile justice system to increase capacity in community based non-residential and residential programs that cost less and achieve better results for youth.
2. Increase the availability of day treatment, day reporting, and after school program options for youth at risk and youth on probation or parole.
3. Meet the challenge of establishing effective gender-responsive programs for females in both custody programs and the community.

4. Convert the considerable amount of energy directed toward lawsuit compliance into momentum that not only sustains existing conditions judged to meet minimal constitutional standards but also improves these conditions for residents and staff in DJJ facilities.
5. Identify resources to develop of work release programs, halfway house programs, and prevention programs in order to meet strategic goals and legislative mandates.
6. Develop and sustain meaningful collaborations with sister agencies, institutions of higher education, school districts, the faith-based community, and other organizations to expand program and staff development resources, achieve goals in the area of research, and improve the efficiency of operations.
7. Continuously reassess the bed needs of DJJ populations and the effectiveness of recently enacted provisos (good behavior credit, credit for time already served) in maintaining or decreasing the population in DJJ facilities.
8. Work continuously to maximize the safety of youth and staff in DJJ facilities.
9. Having succeeded in the effort to more fully staff the community evaluation function, promote its use with Family Court Judges as a more cost efficient means of achieving the optimal product for appropriate offenders.
10. Work proactively toward reform of juvenile detention practices in the state, as substantial levels of overcrowding persist in DJJ's detention facility.
11. Use the resources gained through full funding of DJJ's school district to continue improving the graduation outcomes and employability of incarcerated youth.

Barriers – The following may influence DJJ's ability to achieve its strategic goals:

1. Reluctance of the part of some key decision makers within the juvenile justice system to support efforts to reduce the amount of time youth spend in custody through credits for good behavior and for pre-dispositional time served in secure custody.
2. Reluctance on the part of some key decision makers within the juvenile justice system to use community evaluation services in lieu of residential secure evaluations, even though the statute has been modified to clarify that the two approaches are equivalent in meeting the legal requirement.
3. No substantial relief of overcrowding in DJJ's preadjudicatory facilities/programs in the foreseeable future.
4. Obsolete facilities in the Broad River Road complex that do not meet modern standards and pose safety risks to juveniles/staff because of design issues (poor visibility, etc.).
5. Complex regulatory issues relative to Medicaid funding and the development of community residential programs.

How the Accountability Report Will Be Used to Improve Performance

DJJ administrators view the annual Accountability Report process as an opportunity to focus the agency on a critical few goals that are measurable and accomplishable within a two to three year time frame. The information presented herein will serve as a benchmark as DJJ proceeds in rethinking South Carolina's juvenile justice system to make it more accountable, efficient, and effective.

Section II – Business Overview

Number of Employees

Permanent Employee FTEs	Temporary Employees	Temporary Grant Employees
♦ State funded = 1,188 ♦ Federally funded = 18 ♦ Other funded = 323 Total = 1,529	♦ State temporaries = 60 ♦ Contract temporaries = 0 Total = 60	♦ Federally funded = 9 ♦ Other funded = 3 Total = 12

Grand Total Permanent, Temporary, and Temporary Grant Employees = **1,601**

Operation Locations

The nature of its core mandates is such that DJJ operates at the state, regional, and local levels. Although its administrative functions and many of its facilities are centralized in Columbia, achieving a certain efficiency of operation, DJJ has a local presence through regional and county offices, regionally based evaluation centers, and smaller residential programs that are spread across the state. DJJ's administrative headquarters are located in the Goldsmith Building at 4900 Broad River Road in Columbia, South Carolina. This building houses the offices of the Director, Chief of Staff, Deputy Directors for Rehabilitative Services, Community Services, and Administration, the Superintendent of Education, and the Associate Deputy Director for Policy and Planning.

Within the Division of Community Services are four state-level offices located in Columbia - - the Office of Community Residential Services, the Office of Community Justice, the Office of Community Alternatives, and the Office of Community Consultation and Evaluations. The Office of Community Residential Services manages three regional secure evaluation centers located in Union, Columbia, and Ridgeville as well as a secure detention center in Columbia. The Office of Community Alternatives manages five DJJ staff-secure group homes in Charleston, Columbia, and Greenville, and a variety of placement options located around the state. The Division of Community Services serves all 46 counties through 43 local county offices. The county offices are managed from four regional locations in Orangeburg (Coastal Region), Chester (Midlands Region), Florence (Pee Dee Region), and York (Piedmont Region).

The Division of Rehabilitative Services provides supervision and treatment to committed juveniles residing at three co-located residential campuses in Columbia. Under a recent reorganization these three campuses (Birchwood, John G. Richards, and Willow Lane) were merged into a single administrative entity called the "Broad River Road Complex." Operational Offices within the Division include Institutional Management, Clinical and Professional Services, Health Services, and Rehabilitative Support Services.

Under state statute the Division of Educational Services constitutes a special school district that operates three school programs on the premises of the Broad River Road Complex. It also operates satellite education programs in the regional evaluation centers and the Detention Center. In total the school district directly provides or oversees education programs for the residents of 22 DJJ-operated and contractual facilities.

The Division of Administrative Services supports the other divisions and offices within the Department. All components of the Division including Human Resources, Fiscal Affairs, Medicaid, Staff Development and Training and Support Services are located in Columbia off Broad River Road within a short driving distance of headquarters.

The Office of Policy and Planning includes Research and Statistics, Planning and Evaluation, and Program and Grants Development. All of these components are located within the Broad River Road Complex. The Office of the Inspector General consists of an Investigations section, a Compliance and Inspections section, an Internal Audits Section, a Juvenile and Family Relations Section, and the DJJ police force. These work groups are located within the Broad River Road Complex in Columbia or nearby at DJJ's Shivers Road location.

Expenditures/Appropriations Chart

	03-04 Appropriations		03-04 Actual Expenditures		04-05 Appropriations	
Major						
Budget	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Categories						
Personal Service	46,402,185	35,898,453	43,015,595	34,154,209	47,365,906	35,456,703
Other Operating	9,730,895	6,654,686	9,736,665	7,122,862	10,522,546	7,196,199
Special Items	175,000	175,000	4,455,775	1,358,041	175,000	175,000
Permanent Improvements	0	0	6,417,231	0	0	0
Case Services	18,035,571	10,406,422	21,875,660	12,789,898	22,554,235	12,461,936
Aid to Entities	0	0	0	0		
Fringe Benefits	15,581,079	12,617,386	15,261,281	12,359,629	15,607,509	11,937,737
Total	89,924,730	65,751,947	100,762,207	67,784,639	96,225,196	67,227,575

Major Program Areas Chart								
Program Number and Title	Major Program Area Purpose (Brief)	FY 02-03 Budget Expenditures			FY 03-04 Budget Expenditures			Key Cross References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions	State:	4,632,206.00		State:	4,702,910.00		Chart 7.3-3
		Federal:	241,605.00		Federal:	314,935.00		
		Other:	292,830.00		Other:	252,947.00		
		Total:	5,166,641.00		Total:	5,270,792.00		
		% of Total Budget:		6%	% of Total Budget:		6%	
III. (A) Community Services (C) Evaluation Centers and (D) Detention Center	Case management, assessment, residential care, and pretrial detention for juvenile offenders	State:	28,086,357.00		State:	31,197,214.79		Graph 7.3-1 Graph 7.3-2 Chart 7.3-3
		Federal:	468,573.00		Federal:	437,722.00		
		Other:	16,407,003.00		Other:	17,485,501.00		
		Total:	44,961,933.00		Total:	49,120,437.79		
		% of Total Budget:		49%	% of Total Budget:		52%	
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders	State:	20,100,529.00		State:	18,144,770.00		Chart 7.3-3
		Federal:	1,386,945.00		Federal:	1,425,140.00		
		Other:	189,259.00		Other:	122,217.00		
		Total:	21,676,733.00		Total:	19,692,127.00		
		% of Total Budget:		24%	% of Total Budget:		21%	
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs	State:	6,457,776.00		State:	6,187,375.00		Chart 7.3-3
		Federal:			Federal:			
		Other:	363,736.00		Other:	317,914.00		
		Total:	6,821,512.00		Total:	6,505,289.00		
		% of Total Budget:		7%	% of Total Budget:		7%	
III. (H) Education	School programs for committed juvenile and others in residential programs	State:	4,015,515.00		State:	3,667,687.00		
		Federal:	1,062,040.00		Federal:	1,105,128.00		
		Other:	5,152,055.00		Other:	4,817,018.00		
		Total:	10,229,610.00		Total:	9,589,833.00		
		% of Total Budget:		11%	% of Total Budget:		10%	
Below: List any programs not included above and show the remainder of expenditures by source of funds.								
Parole Board, Program Analysis/Staff Development								
	Remainder of Expenditures:	State:	2,459,564.00		State:	3,884,682.00		
		Federal:	0.00		Federal:	42,050.00		
		Other:	423,231.00		Other:	239,767.00		
		Total:	2,882,795.00		Total:	4,166,499.00		
		% of Total Budget:		3%	% of Total Budget:		4%	
* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.								

Key Customers and Key Products/Services

The customer base of DJJ includes:

1. Young people who are the focus of primary prevention initiatives.
2. Youth involved in the juvenile justice system and their families.
3. The victims of juvenile crime.
4. Professional colleagues within the justice system, such as judges and solicitors, to whom DJJ provides services.
5. The staff in other agencies that provide services to children, families, and victims.
6. Schools.
7. The general public.

Young people involved in the juvenile justice system and their families are DJJ's primary customers. The mandates to serve them are made clear in statute. The magnitude of DJJ's population is perhaps measured best by the nearly 28,000 referrals that the agency receives annually. To meet the needs of these juvenile offenders DJJ provides case management, supervision, and programs that range from front-end prevention and early intervention initiatives to specialized treatment in secure facilities. These programs and services are among DJJ's most important products. Examples include:

- ◆ Teen After-School Centers – The Teen After-School Center (TASC) is a new program within the Community Services Division this year. DJJ has implemented Teen After-School Centers through partnerships with the Legislative Black Caucus and the faith community. The program links the human and physical resources of local churches with at risk young people in the community to provide tutoring, mentoring, and skill development during after school hours when teenagers are most likely to get into trouble with the law. Teen After-School Centers currently exist in the Bishopville, Hartsville, and Greenville communities. The program will expand to other sites in the coming year.
- ◆ Juvenile Arbitration – This program operates within DJJ's Division of Community Services in partnership with Solicitors' Offices across the state. It provides a statewide network of community-based programs that successfully divert first-time juvenile offenders charged with nonviolent crimes. The Juvenile Arbitration Program embraces the principles of balanced and restorative justice and is centered on a community response to crime by holding the juvenile offender accountable for the harm caused to individual victims and the community.
- ◆ Community Alternatives – DJJ provides community residence programs that offer intervention services to juveniles in the least restrictive environment commensurate with risk factors and public safety concerns. These include placements in lieu of commitment to DJJ and step-down placements for juveniles who have been committed to DJJ custody by the family courts. The newest development in this area, resulting from DJJ's partnership with Clemson University, is the Youth Development

Center at Camp Long that provides 60 beds for low risk determinately sentenced youth who otherwise would serve their time co-mingled with much more serious offenders in DJJ's facilities and commitment programs.

- ◆ The Drug and Alcohol Program – Within the Rehabilitative Services Division the Drug and Alcohol Program serves committed youth, aged 12 to 17, with a history of substance abuse or dependency. Any youth committed to the Department of Juvenile Justice for whom substance abuse is the primary treatment need receives services regardless of the anticipated length of time in custody.
- ◆ Junior Reserve Officer Training Corps (JROTC) Program – The JROTC program within DJJ's school district teaches students the values of citizenship, leadership, service to community, and personal responsibility. JROTC fosters a sense of accomplishment, instilling self-esteem, teamwork, and self-discipline. The target population is both male and female juveniles committed to DJJ who are 14 to 18 years old and enrolled full-time in a high school course of study.
- ◆ Communities in Schools (CIS) Program – The purpose of this program within DJJ's school district is to impact the intellectual, social, emotional, and spiritual lives of youths by providing a nurturing and challenging environment that features a continuum of education and social services. The target population includes committed juveniles within the Broad River Road Complex that exhibit the capability to excel academically and express a desire to participate and to change.
- ◆ Peer Mediation Services – The purpose of Peer Mediation/Conflict Resolution is to promote better decision making in juveniles and help them to develop into responsible citizens. Peer mediation services are available to residents of the Willow Lane Campus within the Broad River Road Complex.
- ◆ Systematic Treatment for Aggression Replacement (STAR) Program – The STAR program within the Broad River Road Complex has as its target population chronically aggressive adolescents. It provides diverse treatment interventions in a separate and highly structured environment, the goals being to reduce incidents of aggressive conduct and promote pro-social behavior.
- ◆ Sex Offender Treatment Program (SOTP) – The purpose of the SOTP is to provide comprehensive, researched-based treatment for adolescents with sexual offending issues and for their families. The goal of the program is to enable each juvenile to fully acknowledge the behavior, acknowledge its impact on others, and understand the underlying motivations well enough to develop a comprehensive safety plan to use upon return to the community. The target population is any committed juvenile having an untreated history of sexually inappropriate behavior. The Sex Offender Treatment Program occupies two living units within the Broad River Road Complex.

- ◆ Victim Offender Mediation Program (VOMP) – The major goal of VOMP is to incorporate Balanced and Restorative Justice (BARJ) principles by fostering a healing process in all parties affected by a crime that occurs within a facility. The VOMP process holds the perpetrator accountable while providing for the needs of the victim and others in the DJJ community behind the fence that are affected by the crime.
- ◆ Health Services and Mental Health Services – DJJ provides a wide range of quality health care services based on the medical needs of committed juveniles in Broad River Road Complex and DJJ group homes. DJJ's health program consists of medical services, dental services (which are provided through a cooperative relationship with the Department of Corrections at a cost saving to the state), nursing services, pharmacy, laboratory services, optometry, psychiatric services, an inpatient infirmary, and nursing dispensaries. Comprehensive mental health services are available for all juveniles at the Broad River Road Complex, including social work, psychological and psychiatric services. The Rehabilitative Services Division maintains a system for identifying seriously mentally ill and severely developmentally disabled juveniles for transfer to the Department of Mental Health or the Department of Developmental Disabilities and Special Needs.
- ◆ Volunteer Program – Citizen participants in the juvenile justice system enhance DJJ programs across the entire continuum of services. These volunteers serve as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities. In fiscal year 2003-2004, 1,562 volunteers contributed 97,703 hours of their time.

For many juvenile crimes there exists one or more victims. Since 1997 state law has required DJJ to provide services to victims that inform them about juvenile justice proceedings and involve them in decisions about cases. DJJ staff contact victims for their input as they prepare recommendations to the Solicitor on the prosecution or diversion of juvenile cases. They receive information about the scheduling of hearings and notifications about releases from custody, escapes from custody, and transfers to less secure settings. Staff members also advocate for victims and refer them to community resources. Victims have access to a toll-free number (1-888-224-6165) and the Internet Victim Information System (IVIS).

DJJ does not operate in isolation within the juvenile justice system, but rather in cooperation with and support of other colleagues including law enforcement officers, solicitors, family court judges, members of the Juvenile Parole Board, and staff in other child serving entities. The key products associated with these relationships include:

- ❑ Front-end diversion programs that operate in agreement with solicitor's offices, providing swift justice without formal court intervention and thus easing the juvenile case burden on family court dockets.
- ❑ Intake and assessment services for the family courts inclusive of recommendations to court personnel on detention, case processing and dispositional decisions.
- ❑ Preadjudicatory secure detention.
- ❑ In-depth psychosocial evaluations of juveniles when ordered by the court.

- ❑ Targeted case management services including interagency staffings and coordination.
- ❑ Juvenile probation and parole supervision to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.

Like all government agencies one of DJJ's most important customer bases is the general public. At a minimum these customers expect to be kept safe from harm and to see within the juvenile justice system a commitment to restoring communities that have been impacted by juvenile crime. Many communities also demonstrate an active interest in learning about what their own residents can do to prevent juvenile crime and raise children who become law abiding, productive citizens. DJJ's key products that are most associated with the general public are:

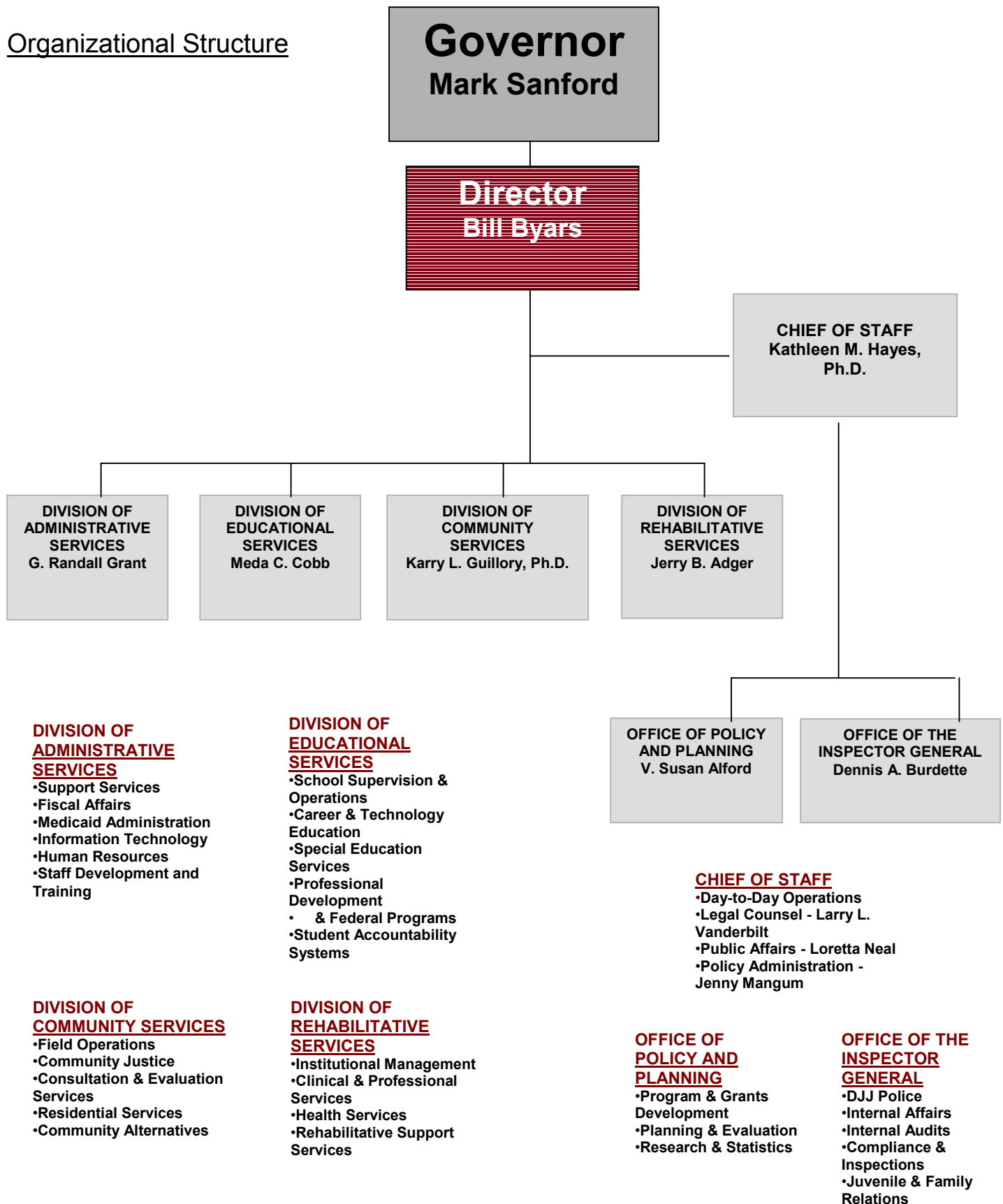
- ❑ Classification and assessment processes that result in the highest risk juveniles being restricted from access to the public before and after trial/sentencing.
- ❑ The maintenance of sufficient hardware-secure beds to accommodate juveniles assessed to be high risk to the public.
- ❑ A pervasive commitment to the balanced and restorative justice philosophy
- ❑ Programs at all levels that are designed to equip juvenile offenders with the skills and motivation that they require for productive citizenship.
- ❑ The Communities that Care model active in 15 counties to analyze and address local youth needs in a prevention mode.

In addition to its customer base DJJ recognizes a number of key stakeholders that have a vested interest in the performance of South Carolina's juvenile justice system. These include in particular the Governor's Office and the State Legislature. The Governor's office provides oversight of DJJ as a cabinet agency to ensure that its leaders are responsive to the needs of the people of South Carolina and good stewards of taxpayer dollars. Similarly the Legislature, as the agency's main funding source, expects an accountable system that is sensitive to constituent concerns. Both entities expect DJJ to lead the way in formulating rational and informed juvenile justice policy for the state.

Key Suppliers

1. State-appropriated resources from the General Assembly.
2. Federal and state level resources –
 - ◆ U.S. Department of Justice (JAIBG, VOITIS, and VOCA funding and technical assistance grants)
 - ◆ U.S. Department of Agriculture (National School Lunch/Breakfast Program)
 - ◆ S.C. Department of Health and Human Services (Medicaid Reimbursement)
 - ◆ S.C. Department of Education (EFA and EIA funding; new in 2004-2005 – 21st Century Learning grant)
 - ◆ U.S. Department of Labor (WIA monies administered through the S.C. Employment Security Commission)
3. Specialized contractual vendors.

Organizational Structure



Organizational Structure

- ◆ The Office of the Chief of Staff – The Office of the Chief of Staff provides oversight of the day-to-day operations of the agency. This office includes legal counsel, public affairs, and policy administration. The Inspector General and the Associate Deputy Director for Policy and Planning also report to the Chief of Staff.
- ◆ Division of Administrative Services – This division's overarching functions include fiscal affairs, human resources, support services, facility support services, fleet management, grounds management, Medicaid administration, and information resource management.
- ◆ Division of Educational Services – This division provides and oversees education programs in support of populations in DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road complex as well as satellite programs at the three evaluation centers and the Detention Center. The school district also offers vocational courses, school to work development courses, and extensive special education services.
- ◆ Division of Community Services – This division's services include county-level case management supervision, residential diagnostic evaluations, pretrial juvenile detention, community psychological evaluations and assessments, prevention and early intervention services, victim services, community-based residential services, and community justice services.
- ◆ Division of Rehabilitative Services – This division provides care and treatment to that segment of the committed population confined within the Broad River Road Complex. The division is comprised of four functional areas: Institutional Management, Clinical and Professional Services, Support Services, and Health Services. In addition to the management of the three campuses within the Complex, the division is responsible for clinical oversight of professional treatment services, classification services, and primary and specialty medical and dental care.
- ◆ The Office of Policy and Planning – The Office of Policy and Planning supports all agency divisions in three functional areas – program and grants development, research and statistics, and strategic planning. The office's twofold mission is to plan and implement effective juvenile programs/services and provide the necessary information to manage resources effectively for quality service delivery.
- ◆ The Office of Inspector General – DJJ's Inspector General ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include the DJJ police, investigations, internal audits, compliance and inspections, and juvenile and family relations.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Leadership

Organizational Leadership: The senior leadership in the agency includes the Director, Chief of Staff, four deputy directors in the areas of Administrative Services, Community Services, Rehabilitative Services, and Educational Services, the Associate Deputy Director for Policy and Planning, the Inspector General, and the Legal Counsel.

1. *How do senior leaders set, deploy, and ensure two-way communication for:*
 - a. *Short- and long-term direction?* Senior leadership sets and deploys short and long-term direction through the agency mission statement and key planning processes, which were revisited and reformulated in 2003-2004 in a deliberately orchestrated and inclusive process. The goals identified for 2003-2004 in the agency's strategic plan were accomplished in timely fashion, as highlighted in the accomplishments section of the Executive Summary. An ambitious set of 28 goals for fiscal year 2004-2005 recently was communicated to all senior management staff for purposes of feedback and finalization.
 - b. *Performance expectations?* The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels within the organization. Using a cross-divisional team approach, he and his senior staff provide abundant opportunities for employees to participate in decision making. In 2003-2004 Director's Committees tackled issues as diverse as programming for status offenders, after school programming for youth under DJJ supervision, youth employability, and "backlog" populations in the regional evaluation centers as they refined and improved major work processes within the agency. The committee method provides an excellent opportunity to showcase the depth of talent within the agency workforce and identify/develop potential future leaders as promotional opportunities arise in the Department. The Director also has elected to participate in certain national projects and initiatives such as the national evaluation of the federal Reintegration Initiative, the BARJ report card, and the performance based standards project of the Council of Juvenile Corrections Administrators. This delivers a clear message that the agency will strive toward the highest standards, openly measure its progress, be self critical, and operate in a continuous improvement mode.
 - c. *Organizational values?* Senior management developed an organizational value statement that supports the accomplishment of the agency's mission. The organizational values are trust, honesty, respect, integrity, loyalty, and diversity. These values are reinforced in employee orientation and other agency training.
 - d. *Empowerment and Innovation?* The Director and senior managers place a premium on innovation as a means of accomplishing mission and strategic goals in a restrictive budget climate. DJJ has forged the first of its kind partnership with a major land grant university to help actualize its juvenile justice reform package. This initiative is supported by a steering committee with cross-divisional representation in its DJJ membership and inter-departmental membership on Clemson University's behalf. A Clemson operated youth development center,

- which opened in May with space for 60 committed juveniles, is the centerpiece of this innovative partnership.
- e. *Organizational and Employee Learning?* Organizational and employee learning are fostered through DJJ's non-traditional partnerships, exemplified this fiscal year when a wide range of staff was involved with Clemson University experts in program development and design work for the Broad River Road "community behind the fence." In 2003-2004 DJJ also paid particular attention to workforce planning in developing a leadership cohort of employees to step in as retirements occur. Leadership development and career path issues are being addressed through an interdisciplinary Workforce Planning Initiative that has researched these areas and identified/expanded core supervisory and leadership development courses within the agency. This year DJJ also will explore the possibility of offering on-site college instruction for the benefit of employees who aspire to advanced degrees and residents who have completed high school.
 - f. *Ethical Behavior?* As a child-serving agency DJJ must hold its staff to the highest standards of ethical behavior. Employees are expected in their demeanor and appearance to be positive role models for the youth under DJJ care. One of DJJ's published organizational values, "Integrity," calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency "expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service." Procedural guidelines incorporated within the policy cover the areas of "Relationships with Juveniles, Colleagues, other Professionals, and the Public," and "Professional Conduct and Practices."
2. *How do senior leaders establish and promote a focus on customers and other stakeholders?* Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines a broad customer base. Within the Inspector General's Office the Juvenile and Family Relations section responds to juvenile grievances and the concerns of families, serving an investigative and ombudsman-like role for these customers. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. Moreover, the Performance Based Standards project requires biannual self-report surveys of youth and staff in facilities around issues of safety and general well being. More broadly, comprehensive assessment processes that support key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves. The Director, by his own example, encourages management staff to be broadly inclusive of customers in appropriate activities and planning processes. For example, this year's design process to develop the natural and physical plant resources of the community behind the fence involved external stakeholders, juveniles, and their parents as well as DJJ staff.

3. *How do senior leaders maintain fiscal, legal, and regulatory accountability?* Senior leaders within the agency routinely consult the legal office for consideration of all potential legal issues/ramifications associated with major program initiatives, and prior to taking any action or making any major decisions which could impact upon the Department or the juveniles that it serves. Such consultations have, when necessary and appropriate, involved seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the legal counsel reports to the Chief of Staff, who is the Chief Operating Officer for the agency. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions are tested through the State Auditor's Offices. The agency is subject to a procurement audit every other year by the State Materials Management Office. Internal controls include a system of budget management in which the use of fund sources is monitored against the intended purpose of the funding source, cost containment and efficiency measures taken in procurement processes, and proper authorization of full time equivalency positions (FTEs) in hiring practices.
4. *What key performance measures are regularly reviewed by senior leaders?* The Director and senior leaders not only review key performance measures on a regular basis but also routinely use them in responding to issues as well as for planning purposes. Population levels in facilities and placements receive daily monitoring to determine "hot spots" for seasonal overcrowding and utilization levels in the alternative programs. As the federal lawsuit concluded in December, the Director determined that the agency would continue the incident reporting system set in place when the agency was under court supervision. Incident data thus receive the same level of internal scrutiny and response as occurred during the lawsuit period when the federal court required monthly reports. The Director regularly reviews the juvenile grievances in facilities/placements, types of issues revealed in the grievance process, and the results of these investigations. Other examples of key measures that receive regular attention from the senior leadership include budget/expenditure patterns within and across divisions/offices, workload/caseload ratios, and Medicaid reimbursement for placement, treatment, and targeted case management services. The Director, his senior leadership staff, and the facility standards workgroup also study the results from the Performance-based Standards project to ensure consistent improvement in key areas of management.
5. *How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?* The Director exemplifies a "hands-on" approach to communicating priorities and investigating/resolving issues. As an example, he routinely attends shift change meetings at each facility, eats lunch in facility dining halls, visits county offices, and makes other deliberate opportunities to communicate directly with line staff and juveniles. He holds his senior leadership to the same level of accountability. The Agency's senior staff members meet weekly to promote consistent communication of priorities, strategize improvement plans responsive to internal or external issues, and assess organizational performance in a

continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the agency including legislative and major policy initiatives, and to review progress toward goals outlined in the strategic plan.

6. *How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?* The Department's senior leadership and staff are fully cognizant of their responsibilities to safeguard the public, be responsive to juvenile crime victims, improve the futures of the offenders under their care, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at key decision points within the juvenile justice system, the Department ensures to the best of its ability that juveniles who pose a threat to public safety are appropriately restricted from access to the community. In embracing the balanced and restorative justice (BARJ) model, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its participation in the national BARJ report card initiative, DJJ invites public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also extends to the level of the agency itself. DJJ endeavors to improve the outcomes of the juveniles under its care in the most cost efficient manner possible, thereby enhancing the long-term safety of communities by returning to them young people who are employable and therefore capable of productive and responsible citizenship.
7. *How does senior leadership set and communicate key organizational priorities for improvement?* In management philosophy the senior leaders of DJJ are outcome focused and committed to working in a continuous improvement mode. The Director has selected 4 strategic goals which taken as a whole constitute a reform package for the juvenile justice system. These include strengthening community alternatives and supervision, decentralizing the continuum of beds and services, re-directing internal monies to fund essential services, and increasing the employability of juveniles. Senior managers recently received a report that the specific goals for 2003-2004 around these organizational priorities have been fully achieved, along with a new set of goals for 2004-2005 that will sustain and build upon this year's progress.
8. *How does senior leadership actively support and strengthen the community? Include how you identify and determine areas of emphasis.*
DJJ's senior leadership recognizes that its primary role in strengthening the community is to redirect the lives of young people who come to the attention of the juvenile justice system. To that end the staff are comprehensively "rethinking" juvenile justice with a focus on front-end programs that yield better results for juveniles. This represents a major shift in emphasis from the past thirteen years that were dominated by attention to DJJ facilities, relief of overcrowding, and the remediation of other conditions found to be unconstitutional in federal court. With the lawsuit having reached a successful conclusion in 2003-2004, it has been appropriate to redefine priorities, identify the most cost efficient best practice programs, and

enlist the support of local communities to plan and support program development for at risk youth.

Category 2 – Strategic Planning

1. *What is your strategic planning process, including KEY participants, and how does it account for:*

- a) *Customer needs and expectations*
- b) *Financial, regulatory, societal, and other potential risks*
- c) *Human resource capabilities and needs*
- d) *Operational capabilities and needs*
- e) *Supplies/contractor/partner capabilities and needs*

The agency's strategic planning process is based on alignment/accountability and a planning process model. Alignment/accountability begins with a strategic plan that flows into the annual budget allocation process, the annual budget request, the Agency Director's annual performance appraisal, and the annual accountability report. DJJ's highly inclusive planning process model involves the following internal stakeholders to formulate the plan around key agency-wide goals and gain both input and buy-in across the organization:

- ◆ Executive leadership planning sessions.
- ◆ Senior manager review and input.
- ◆ Cross-divisional mid-level manager work sessions to develop division/office outcomes and strategies in support of the agency's strategic goals.

The strengths, weaknesses, opportunities, and threats method of analysis has been used to take into account both the expectations and needs of customers and potential financial, societal, and other risks. The practical considerations of human resource, operational, and contractor/partner capacities come into play through the development of customized division and office-level outcomes, strategies, activities and performance indicators. Incorporation of outcomes, strategies, and performance indicators into the employee performance management system ensures that each employee understands his or her role in actualizing the goals of the agency.

DJJ relies primarily upon its Research and Statistics Section within the Office of Policy and Planning for data collection and analysis relative to the strategic planning process. This work group produces an annual statistical report that routinely includes longitudinal comparisons of agency populations and workloads over time and at various levels of detail (state, region, and county). Research and statistics staff members generate and update population projections, collect data and information from other states or jurisdictions for comparison purposes, and profile specific target populations for an informed program development process.

2. *What are your key strategic objectives?*

In conjunction with the Governor's Office, DJJ has developed 4 broad strategic goals/objectives that are achievable over a three to four year period of time as a reform package for South Carolina's juvenile justice system. These are listed beside the related actions/initiatives for the year 2003-2004 on the Strategic Planning Chart that follows. The first objective is to strengthen community alternatives and supervision. This objective reflects the administration's commitment to focus on the front end of the juvenile justice system in seeking to create a continuum of community based programs that bolster local supervision capacity and reduce instances of confinement in large facilities. A second and related objective, decentralization of beds and services, is viewed by the administration as essential to maintaining constitutional population levels and conditions in DJJ facilities, while also providing programs that are more cost efficient and effective in achieving positive results for juveniles and their families. The third objective is the redirection of monies to fund essential services. This objective involves continuous scrutiny of internal operations and DJJ population trends to determine how greater efficiency might be realized through partnering, privatization, or reorganization in order to free up resources for sustaining and improving core mandated services. The last objective, increasing the employability of juveniles, aligns particularly with the Balanced and Restorative Justice principle of competency development of juvenile offenders to improve their chances of becoming law-abiding citizens.

3. *How do you develop and track action plans that address your key strategic objectives?*

The Office of Policy and Planning oversees strategic planning processes within the agency. Executive and senior management staff review actions toward strategic goals on a quarterly and annual basis to determine the extent to which their completion is occurring on schedule. At the beginning of each fiscal year actions toward fulfillment of strategic goals undergo revision based upon the previous year's accomplishments and any newly relevant developments. In fiscal year 2003-2004 some 26 key action steps relative to the agency's strategic goals were accomplished in timely fashion. Among the most important of these were ending federal court oversight of DJJ, creating a youth development center in partnership with Clemson University, and increasing day treatment/day reporting/after-school options for youth under community supervision. The agency has formulated an ambitious set of 28 action steps toward its strategic goals to be completed in fiscal year 2004-2005 and is in the process of finalizing them through feedback from its senior management staff. Strategic goals and the actions required to fulfill them provide a focal point for decision making each year as the budget request is prepared, internal resource allocation decisions are determined, and the agency grants agenda for pursuing federal resources is reviewed and revised.

4. *What are your key action plans/initiatives?* DJJ's key action plans/initiatives for 2003-2004 are depicted in alignment with program title and the strategic planning

goals they support on the Strategic Planning Chart that follows. Among the most significant actions/initiatives this year were ending court oversight of DJJ, increasing day treatment/day reporting/after-school options from 0 to 3 , and expanding alternatives for determinate sentence offenders by opening the 60-bed Clemson University-operated Youth Development Center.

Strategic Planning			
Program	Supported Agency	Related FY 03-04	Key Cross
Number	Strategic Planning	Key Agency	References for
and Title	Goal/Objective	Action Plan/Initiative(s)	Performance Measures*
I. Parole Division	Not applicable - South Carolina Board of Juvenile Parole is a separate agency from the Department of Juvenile Justice		
II. Administration Division	Redirect monies to fund essential services	End court oversight of DJJ	7.1-1, 7.2-9, 7.2-10, 7.3-3, 7.5-1, 7.5-2
III. Program Services (A) Community Services	1) Strengthen community alternatives and supervision and 2) Increase the employability of juveniles	1) Increase day treatment/day reporting programs 2) Reestablish youth councils and strengthen planning and program development for youth	7.2-1, 7.2-2, 7.2-4, 7.2-5, 7.2-6, 7.3-1, 7.3-2
III (B) Long-Term Facilities	1) Decentralize the continuum of beds and services and 2) Redirect monies to fund essential services	1) Move female population to their own facility in Columbia 2) Flatten organizational structure to reduce deficit and protect core services	7.2-7, 7.3-3
III (C) Evaluation Centers	Decentralize the continuum of beds and services	1) Reduce backlog of youth in evaluation centers 2) Increase the rate of community evaluations	7.2-3
III (D) Detention Center	Decentralize the continuum of beds and services	Complete a study of the state's juvenile detention practices	
III (E) Residential Options	1) Decentralize the continuum of beds and services and 2) Strengthen community alternatives and supervision	1) Expand use of community-based residential options for lower risk offenders 2) Expand alternatives for determinate sentence offenders	7.2-7
III (F) Juvenile Health and Safety	Redirect monies to fund essential services	Combine DJJ/DOC resources and explore privatization options to improve efficiencies in health care services	7.3-3
III (G) Program Analysis/ Development	Increase the employability of juveniles	1) Increase athletic options for incarcerated juveniles 2) Increase skill building programs for incarcerated juveniles	
III (H) Education	Increase the employability of juveniles	1) Increase vocational opportunities for incarcerated youth 2) Complete analysis of education system including GED and Diploma completion	7.2-11

5. *How do you communicate and deploy your strategic objectives, action plans, and performance measures?*

DJJ communicates and deploys the strategic plan through management forums, focused division/office training seminars, and implementation of a comprehensive marketing plan to infuse the knowledge throughout the agency.

In support of the strategic plan the Office of Policy and Planning within DJJ has developed three agendas that shape and fulfill the strategic goals/objectives. The “research agenda” promotes data advocacy and data based decision making in directing the agency to the types of studies, services and measurement processes that address knowledge needs within the Department. Some examples include longitudinal studies, customer-focused surveys, and data collection validity studies. The “programs agenda” is tied to data derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening, the reintegration of incarcerated youth into the community, after-school initiatives tapping the resources of the faith community and other private non-profit organizations for sites and volunteer staff, and gender-specific programming. The “grants agenda” supports agency development by aligning resources with programs. Grant awards reflect several key areas of emphasis including reintegration through intensive aftercare programs, employment oriented summer and after school programs for youth under supervision in rural counties, and strengthening information systems and the information technology infrastructure.

6. *Web Address for Public Availability of DJJ’s Strategic Plan*

DJJ is in the process of revising and finalizing the action initiatives for 2004-2005 that are associated with its strategic plan. This process, which flows from the development of agency budget request, will be completed in the fall of 2004 and posted in the DJJ web site for public consumption. The DJJ web address is:
www.state.sc.us/djj.

Category 3 – Customer Focus

1. *How do you determine who your customers are and what their key requirements are?*

The statutory mandates of the Department of Juvenile Justice establish its customer base. These customers include juveniles at risk for and those already manifesting delinquent behavior, their families, their victims, colleagues within the juvenile justice system to whom agency staff provide professional services, and ordinary citizens who expect to live safe from the peril of crime. The requirements of these customers also are embedded or at least implied in statute. For juveniles and their families the key requirements include assessment, information about due process rights, case management services, supervision, and placement. Juvenile crime victims have the right to receive information, and to voice their concerns in decisions

made about their cases. Statutes require DJJ to make informed advisory recommendations to law enforcement, solicitors, and judges as cases work their way through the system, and to perform extensive psychosocial evaluations of youth when so ordered by the court. DJJ also is mandated to provide or obtain placement services when needed or ordered by the courts ranging up to secure detention and correctional facility beds. Another clear customer requirement is that the juvenile justice system will be administered with an emphasis on keeping citizens safe from harm by identifying the highest risk youth and restricting their access to the community.

2. *How do you keep your listening and learning methods current with changing customer/business needs?*

Within DJJ the Office of Policy and Planning is responsible for documenting the characteristics of service populations to track changes over time that suggest a shift in customer key requirements. For example, is the agency seeing more females offenders that have different treatment needs than males, or more substance abusing offenders that require specialized treatment? Additionally, through research and technical assistance this office maintains updated information on “blueprint” programs in juvenile justice to assist the Department in translating national best practice models for implementation at the local level.

To hear more directly about customer needs and requirements, DJJ’s long-term facilities hold juvenile-led councils and maintain ongoing dialogue with protection and advocacy organizations whose role is to safeguard the rights of young people. DJJ’s grievance process, administered through the Office of Juvenile and Family Relations, provides a means for juveniles and families to register concerns or complaints. These are investigated and responded to in a timely fashion.

DJJ takes care to involve a broad base of customers when initiating planned changes within the juvenile justice system. Recently this commitment was visible in the charette planning design process to develop resources within the Broad River Road complex, where input was sought from diverse groups of staff, juveniles, families and external stakeholders. Agency efforts to reinstate youth councils and institute the Communities that Care model in counties across the state reflect its commitment to approach juvenile justice planning at a grass roots level where prevention and early intervention can produce great dividends in redirecting the lives of at risk youth.

3. *How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?*

DJJ uses customer/stakeholder information for continuous improvement of current programs and services. The Juvenile and Family Relations staff routinely receives feedback in response to proposed programs and practices. The leadership of the agency regularly reviews the results of investigations by this branch of the Inspector General’s Office into grievances and complaints of juveniles and their parents for appropriate remedial action. Another excellent source of customer feedback is the

climate survey component of the Performance Based Standards Project (PbS) wherein both the staff and residents of facilities respond to questions about their personal safety and general well being. Measurement occurs twice a year. These PbS results are the basis for corrective action plans the success of which is gauged by improvement in subsequent measurement periods.

4. *How do you measure customer/stakeholder satisfaction?*

Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers, advocating on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. They report quarterly on trends in grievances to DJJ's Facility Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. For example, the agency regularly surveys crime victims to determine their satisfaction with the outcomes of their cases and their interactions with DJJ staff. The survey queries victims on seven basic dimensions of victim services. Among the items covered are victim input during case processing, staff attentiveness to victim concerns, keeping victims informed of changes in the status of cases and whereabouts of perpetrators, and the payment of restitution when ordered by the court or the Parole Board.

5. *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.*

The agency takes very seriously each interaction with its customers and stakeholders. DJJ invites key stakeholders to juvenile justice forums, sponsors conferences and seminars for customers/stakeholders, and develops opportunities for effective work group interaction. The agency collaborates with law enforcement, family court judges, solicitors and their associations in developing policy initiatives. Positive relationships with customers who receive direct services from DJJ – that is, juveniles, their families, and the victims of juvenile crime, are built by ensuring that processes are in place to give these individuals a voice in how they are being treated as a result of their interface with DJJ.

Category 4 – Measurement, Analysis, and Knowledge Management

1. *How do you decide which operations, processes, and systems to measure for tracking financial and operational performance?*

Measurement decisions relative to operations, processes, and systems derive from legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the development of baseline information and a sustained, consistent longitudinal data collection process to measure progress and identify areas needing critical attention/remediation. Measurement priorities also take into account a number of factors including the interests of stakeholders, national research agendas

in the field of juvenile justice, internal needs for data analysis to support resource development and management decisions, and the reporting requirements of funding sources.

2. *What are your key measures?*

The measures listed below in three categories (Workload, Outcome, and Efficiency) are among the key repetitive measures that DJJ uses for short and long-term planning and public information purposes.

Type Of Measure	Measures
Workload	<ol style="list-style-type: none"> 1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Juvenile probation/aftercare worker/client caseload ratio 4) Annual admissions to detention, regional evaluation centers, long-term facilities, and alternative placements
Outcome	<ol style="list-style-type: none"> 1) Ratio of juveniles completing probation/parole requirements to those charged with technical violations in an annual period 2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency 3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new arrest/referral within 12 and 24 months
Efficiency	<ol style="list-style-type: none"> 1) Average daily cost of care for youth in DJJ and contractual beds 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and flattening of organizational structure 5) Capacity versus average daily population in DJJ and contractual beds

3. *How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?*

One of DJJ's most important data analysis tools is its on-line Management Information System (MIS) that stores the social and judicial records of all juvenile offenders for whom the agency bears responsibility. Although this system is obsolete as a case management tool and is being replaced, it has reliably catalogued mission-critical information since the early 1980s. Thus it remains a powerful research tool for examining longitudinal trends in South Carolina's juvenile justice system. MIS has been assessed on a regular basis as to its accuracy/completeness, and training has

been provided to address identified problems. Data quality also benefits from the oversight of several external sources that routinely receive extracts from MIS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. DJJ's new Web-based Juvenile Justice Management System (JJMS) will be fully implemented in 2005, replacing MIS. JJMS will be a modern case management system from which information is more readily retrievable and more reliable based on a user-friendly structure and built-in auditing functions.

4. *How do you use data/information analysis to provide effective support for decision-making?*

The promotion of data-based decision making within DJJ is the responsibility of the Office of Policy and Planning. Within this office the Research and Statistics Section serves as a clearinghouse for information requests of all types to assure timely, accurate, and consistent responses and to structure the analysis of complex issues. Staff members publish annual and other regular statistical reports. They provide statistical input for the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, and fiscal impact assessment as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. Prominent on this agenda is a project that is examining the delinquency careers of a cohort of youth who recently reached the age of majority. Another research agenda item is an exploration of the causative factors that have resulted in minority overrepresentation in the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal Memorandum of Understanding with Clemson University. It also partners with the state data warehouse and the National Center of Juvenile Justice to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

5. *How do you select and use comparative data and information?*

DJJ relies on relationships with entities that analyze and compile national data such as the National Center for Juvenile Justice, the federal Office of Juvenile Justice and Delinquency Prevention, and the United States Bureau of the Census. DJJ also employs best-practice research and analysis and technical assistance from nationally recognized experts to keep abreast of national trends in comparison to South

Carolina. Depending on the nature of the inquiry, many factors govern the selection and use of comparative data. DJJ may compare itself to other juvenile justice agencies in the southeastern United States, where certain socio-demographic and other population characteristics are similar. When the focus of the query is organizational structure, analysts seek out states where the juvenile justice system is administered in a similar manner to South Carolina. Another criterion involves the identification of states that have the same age of majority as South Carolina. For benchmarking purposes, states/jurisdictions may be identified based on the existence of best-practice programs. Comparative data are used to assess the performance of programs and operations relative to other states in Performance Based Standards processes and in response to stakeholder questions.

6. *How do you manage organizational knowledge to accomplish the collection, transfer, and maintenance of accumulated employee knowledge, and the identification/sharing of best practices?*

DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end DJJ's Workforce Planning Group has established career paths within the agency, expanded leadership development programs, and improved the training of line staff. A cohort of employees, identified by their supervisors and peers, is participating in a series of leadership development courses to ensure that the DJJ of the future has a core of competent managers to step forward as individuals retire or new positions are created within the agency. The Director's Committee process, in taking on some of the largest operational challenges facing the agency, also has provided the opportunity for staff to grow from one another's knowledge and expertise and for senior managers to assess leadership potential in a broad range of employees. The Office of Policy and Planning, through its own research capacity and by obtaining expert technical assistance in key areas of juvenile justice program development, assumes primary responsibility within the agency for ensuring that program development is in line with recognized best practice and national standards.

Category 5 – Human Resources

1. *How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?*

Annually DJJ holds a formal ceremony recognizing both individuals and work groups that have been nominated for excellence by peers within the agency. The Director also sponsors receptions at appropriate times of the year that provide opportunities for him to meet, greet and thank employees for their work in support of the agency's mission. A full curriculum of continuing education offerings by DJJ's own Staff Development and Training section, and DJJ's participation in the State Agencies Training Consortium, afford a wide range of opportunities for employee growth.

This year one important way that senior leaders provided opportunities for staff development was through a series of Director's committees. These committees, some of which remain active as of this writing, have tackled very substantial issues in an effort to refine and improve agency operations. Besides the obvious by-products of greater efficiency and better outcomes in a variety of contexts within the agency these committees were opportunities for cross-divisional communication and learning, as well as leadership development.

In the near future DJJ will explore the possibility of offering college level instruction for both staff who desire to earn a degree and juvenile residents who already have completed a high school diploma or GED. A number of institutions of higher learning have indicated an interest in partnering with DJJ, and the agency has within its own workforce individuals who are qualified to provide such instruction.

2. *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?*

DJJ maintains an active workforce planning group with representation from all divisions of the agency. The main purpose of this group is orderly succession planning to meet the challenge of a high rate of management turnover due to retirements. The workforce planning group has determined areas of critical need, initiated a process of career mapping, identified an employee cohort for possible promotion within the agency as appropriate vacancies occur, and involved its membership in a comprehensive leadership development program.

Staff Development and Training in conjunction with the Office of Human Resources presents a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the management of employees who present discipline and performance challenges, and includes frontline leadership skills to further develop supervisors into managers for the Department. Training critiques by participants indicate that this new program has been well received.

A centerpiece of staff development and training is the package offered to new hire juvenile correctional officers who man DJJ facilities on a 24-7 basis. Since 2003, Staff Development and Training has conducted monthly basic training surveys to provide objective and constructive feedback on the effectiveness and overall quality of the basic training program. The Office of Policy and Planning summarizes and condenses the survey data into a user-friendly comprehensive report that is distributed at six-month intervals to appropriate management personnel. Staff Development and Training also uses more informal assessment processes in the field to determine and respond to employee needs.

3. *How does your employee performance management system, including feedback to and from employees, support high performance?*

DJJ has initiated processes to align the key goals and outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy will ensure that employees throughout the agency will understand their roles in the context of DJJ's mission and strategic goals.

4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

Through its course evaluation system and regular contacts with a variety of employee classes Staff Development and Training endeavors to gear its offerings to identified needs, assess the morale of DJJ's workforce, and relay appropriate information to management. The agency itself provides assistance to employees through its Comprehensive Assistance in Response to Employees (CARE) program. Select personnel throughout the agency have been identified and trained to act as resources in providing peer support, information, and referral, in the event that a staff person is injured or experiences trauma on the job. The agency's CARE program currently consists of 13 advisory board members and 81 staff peer supporters representing all divisions and offices.

DJJ also refers employees to the Department of Vocational Rehabilitation's Job Retention Services. The purpose generally is to facilitate a change in conduct and/or performance. Referrals to this program may experience a greater sense of well being, stronger motivation, and more job satisfaction as a result.

When employees leave the agency for any reason, they receive a follow-up letter that includes both an exit interview form and an invitation to speak personally with a Human Resources staff person. This process of receiving formal feedback as employees exit the agency is an excellent means of assessing employee well being. Another important source of information on employees working within DJJ facilities is the "climate" survey aspect of the Performance-based Standards measurement/self improvement process. Staff councils and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Moreover, Human resources staff members are attentive to complaints received by the Employee Relations Office from any sector of the agency, isolating the underlying issues and presenting recommendations to management for resolution.

5. How do you maintain a safe, secure, and healthy work environment (include your workplace preparedness for emergencies and disasters)?

DJJ has a comprehensive safety network. The Office of the Inspector General conducts fire, life and safety inspections, and the agency has developed a health and wellness program for employees. An occupational health nurse maintains employees' environmental health records and, in coordination with the Public Affairs Office, provides opportunities for a variety of staff health initiatives.

DJJ addresses emergency preparedness both in policy and in a written plan. The plan covers a wide range of emergency circumstances. Among these are flooding, hurricanes, tornadoes, bomb threats, and suspicious mail. Emergency response is administered through the Inspector General's Office, working with an inter-divisional emergency control team. Activation of the plan occurred during 2003-2004 in response to winter storm activity.

6. *What activities are employees involved with that make a positive contribution to the community?*

DJJ has an effective staff volunteer program that includes thousands of staff-dedicated hours serving on community and organizational boards, participating in Richland School District 1's *Lunch Buddy* program, and participating in the *First Ladies' Walk for Life*, among many others. Numerous examples exist within the agency of staff dedicating time and other resources to youth of the agency in coaching, mentoring, and teaching roles that reach far beyond their routine job duties. More opportunities for such service existed this year than ever before as the agency launched its after school intramural sports program in the long-term facilities without any extra funding support for recreation staff or equipment.

Staff members have worked closely with youth on balanced and restorative justice (BARJ) initiatives that give back to the community. A major BARJ initiative that has the added advantages of teaching participants basic carpentry skills is the making and selling of Adirondack-style chairs. Sales or donations of this furniture benefit the state crime victim fund and charities such as Habitat for Humanity. Juveniles also have involvement with the community through victim impact classes and participation in victim impact panels that teach them first hand about the effect of their crimes on other human beings.

Category 6 – Process Management

1. *What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success?*

DJJ's key processes encompass the case management and rehabilitative services it provides in support of the juvenile justice system of South Carolina. The extent to which case management and rehabilitative services are administered with equity, efficiency, and effectiveness impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.

2. *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?*

Inclusive strategic planning processes enable the agency leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Administrators view strategic planning as a dynamic process, the

goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services. DJJ's Office of Policy and Planning has administered a program analysis instrument to aid in assessing its programs by best-practice standards. On the technical side DJJ has using in-house expertise and federal funding support to replace its archaic client tracking system with a modern case management system and to develop an infrastructure capable of supporting diversified functions at physical locations across the state.

3. How does your day-to-day operation of these processes ensure meeting key performance requirements?

Regular scrutiny of performance indicators is a key to meeting performance requirements. In juvenile justice systems creating safe and secure environments are essential to the rehabilitative process. Senior leaders and operations staff closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:

- ◆ Rates of facility assaults, fights, horseplay incidents, and injuries to youth.
- ◆ Facility and community program utilization particularly relative to bed space and capacity.
- ◆ Workload and caseload activity.
- ◆ Allegations of abuse and neglect and the results of the investigative process.
- ◆ Performance-based Standards measurement results and corrective action plans.

4. What are your key support processes, and how do you improve and update these processes to achieve better performance?

Organizational support components bring together employees and administrators with many years of professional experience in fiscal, human resource, physical plant, and information technology management. Moreover, the Office of Policy and Planning has helped align the agency's programs and services with mission and national best practice models. Policy and Planning also promotes data-based decision-making for continuous improvement, resource development through its grants agenda, and focused planning to ensure agency growth in a positive direction.

The agency has tasked committees to study issues and make recommendations, used survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. This year the Director, through his series of working committees, placed a number of key agency operations under close scrutiny for improvement purposes. For example, after noting a tendency for "backlogs" to develop and create seasonal overcrowding in the regional evaluation centers, an interdisciplinary committee was tasked with determining the reasons for delays in placing newly admitted

youth into a long-term facility or commitment program. As a result of the committee's work the admissions process that once averaged 15 days been cut by one-third to 10 days, benefiting both the juveniles and the evaluation centers that received them for initial processing.

5. *How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?*

DJJ enters into informal and formal contractual arrangements and memorandums of understanding with a wide variety of entities ranging private non-profit organizations and members of the faith community to institutions of higher education, sister state agencies, and private providers of specialized residential/treatment services. The negotiation of formal agreements is a carefully orchestrated and scrutinized process where every effort is made to clarify the nature of the relationship and expectations for performance and outcomes. All such agreements undergo a comprehensive review process for programmatic, fiscal and legal integrity before final signature. DJJ uses a number of approaches to support its interactions with contractors and partners once agreements are in place. Since the formal agreements are time bound, there are regular opportunities to revisit, revise, or terminate the arrangement based on performance or changing needs. DJJ is attentive to the need for monitoring and support of its contracts and partnerships once the particulars have been negotiated. The Agency's innovative partnership with Clemson University includes an oversight committee with representation from both entities that meets regularly to review the progress of related projects and initiatives.

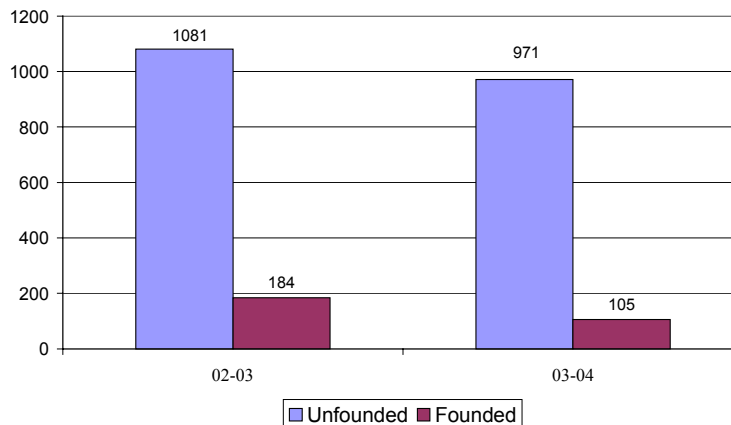
Category 7 – Results

1. What are your performance levels and trends for the key measures of customer satisfaction?

An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. Investigation results in 2002-2003 revealed 1,081 grievances to have been unfounded and 184 to have been founded. In fiscal year 2003-2004, 971 grievances were determined to be unfounded, versus 105 founded. The percentage of founded grievances dropped from 14.5 to 9.8 in the two-year period.

Graph 7.1-1

**Grievance Investigation Results
Comparing 2002-2003 to 2003-2004**



DJJ is responsible for contacting victims of juvenile crime to ensure that they have a voice in how their cases are handled, and that they have information about hearings, releases from custody, and other relevant occurrences. In April 2004 DJJ surveyed 496 crime victims across the state, asking them to rate their experiences with the juvenile justice system on a scale of 1 to 5 with 5 being the most positive. Over one-half of those surveyed responded with the highest rating of “5.” Approximately 80 percent used a rating of “5” or “4.”

Chart 7.1-2

Victims’ Ratings of their Experiences with the Juvenile Justice System (5=most positive)

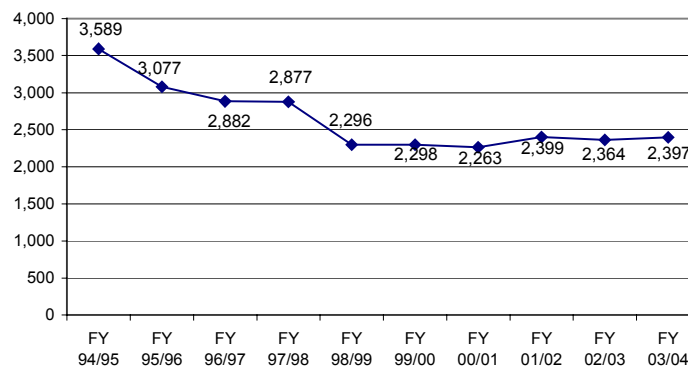
Rated “5”	51.7%
Rated “4”	27.6%
Rated “3”	13.8%
Rated “2”	0%
Rated “1”	6.9%

2. *What are your performance levels and trends for the key measures of mission accomplishment?*

One of DJJ's key strategic goals is to strengthen community alternatives and supervision. Juveniles whose contact with the juvenile justice system is limited to an effective first time intervention or a successful period of community-based supervision stand a much better chance of becoming productive and law abiding adults than do youth who have frequent referrals and deep-end sanctions. A drop in the level of violent and serious juvenile crime that began in fiscal year 1995-96 and stabilized in 1998-99 supports DJJ's shift in focus to the front end of the juvenile justice system.

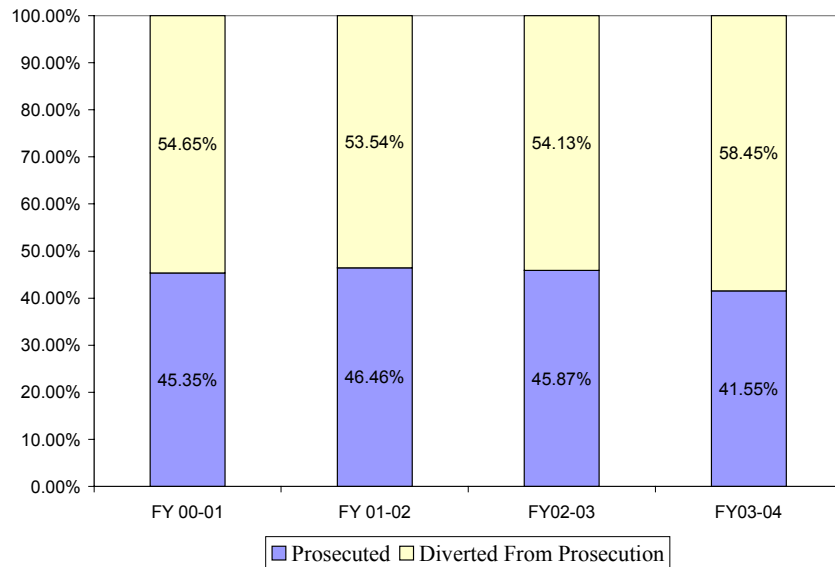
Graph 7.2-1

Violent and Serious Juvenile Cases - Ten-Year Comparison



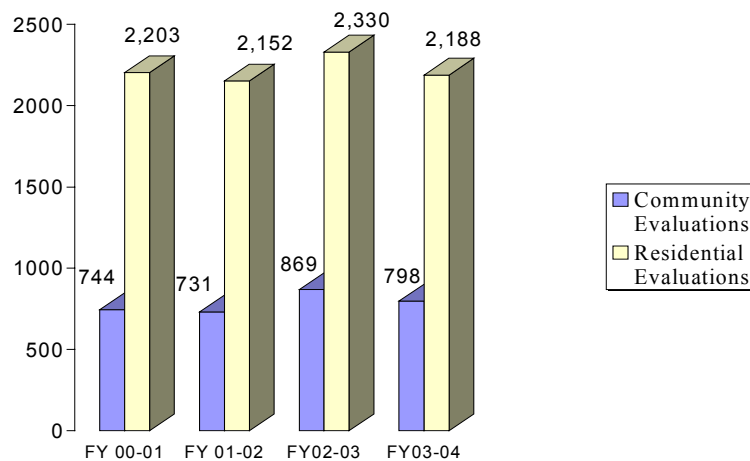
At the referral stage more than fifty percent of delinquency cases are diverted from prosecution, helping these juveniles avoid incarceration while simultaneously limiting what otherwise would be extraordinarily high caseloads and/or severe overcrowding in facilities. DJJ's contribution to this process is risk and needs assessment to identify appropriate candidates for diversion and the management/support of front-end programs such as juvenile arbitration that provide effective and accountable interventions for first time offenders without formal court processing. Cases also are diverted from prosecution through Solicitors' actions to dismiss charges, decisions not to prosecute, and the use of restitution in lieu of court processing. The chart below depicts four-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level for the juvenile justice system.

Graph 7.2-2
Solicitor Actions to Prosecute Versus Divert Juvenile Cases



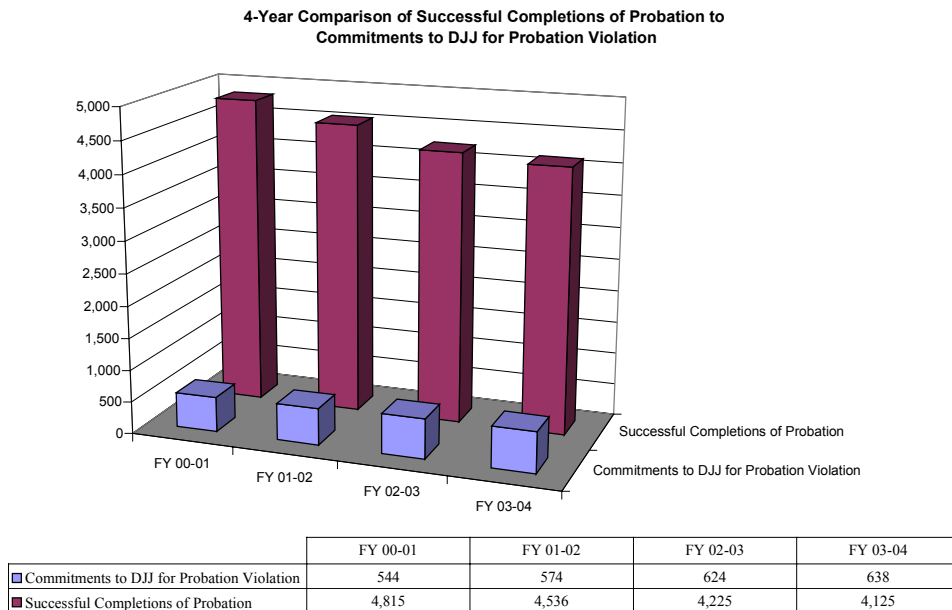
DJJ is performing just over one-fourth of court-ordered predispositional evaluations in the community, where more immediate access to information leads to a better product and the service is Medicaid reimbursable. A key goal of the current administration is to increase the proportion of community evaluations by using this approach for appropriate offenders who do not pose a threat to society.

Graph 7.2-3
Residential Versus Community Based Evaluations



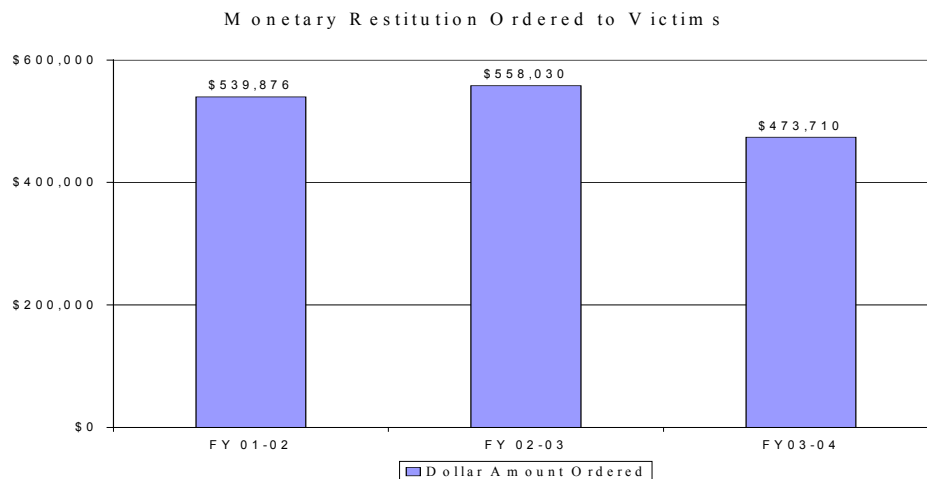
Each year many more juveniles successfully complete their probation sentences than violate the terms of probation. However, probation violations are a driving force in commitments to DJJ. It is a strategic goal of DJJ to develop community based programs such as day reporting and teen after-school centers that can serve youth assessed to be at risk for probation violation and provide the structure/support they need to complete probation requirements successfully.

Graph 7.2-4



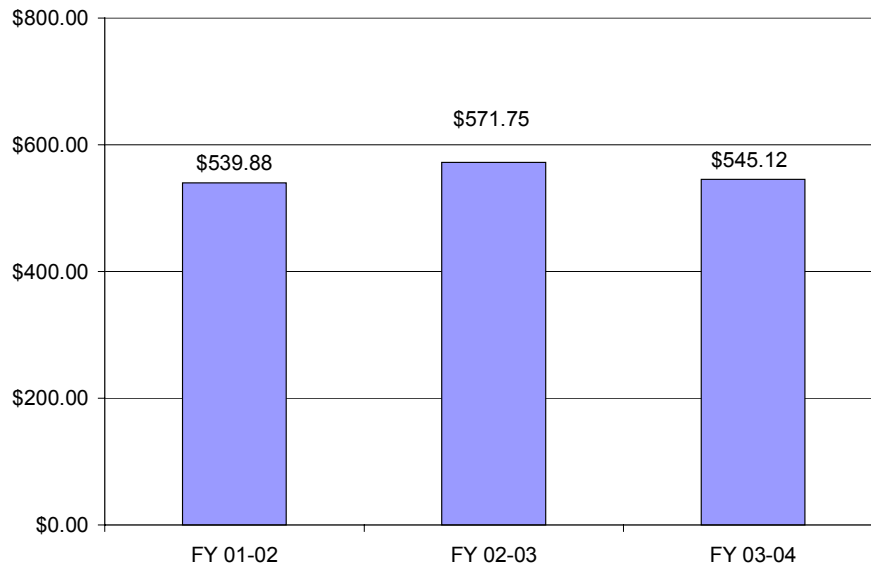
An essential principle of balanced and restorative justice is holding juveniles accountable for the harm inflicted on communities and victims through community service requirements and monetary restitution.

Graph 7.2-5



Graph 7.2-6

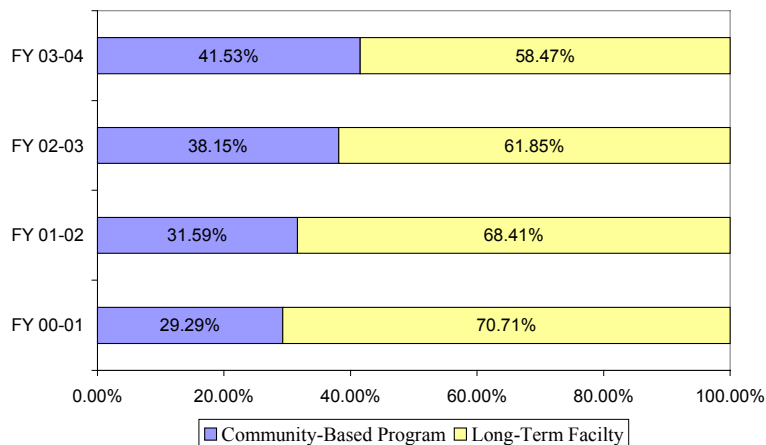
Average Amount of Monetary Restitution Ordered to Victims



Another key strategic goal of DJJ is the decentralization of the continuum of beds and services, to include the continuing development of community-based residential programs for appropriate committed offenders. The underlying assumption is that smaller, more localized programs produce better outcomes for youth than do large institutions. Moreover, the development of alternatives for committed juveniles has enabled DJJ to maintain constitutional population levels in its facilities and end a federal lawsuit that was based in part on the issue of overcrowding. The proportion of committed youth serving their sentences in community-based programs increased each of the last three years.

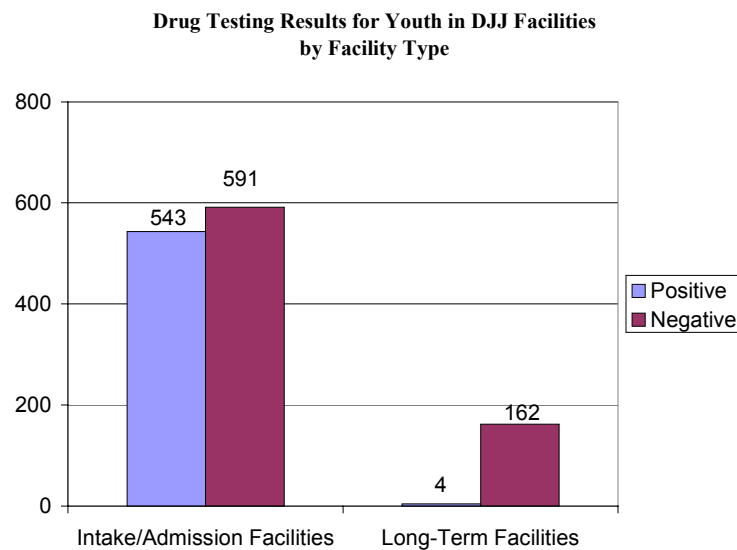
Graph 7.2-7

Placement of Juveniles Committed to DJJ



DJJ is committed to assessing juveniles in its facilities for substance abuse disorder, which is causally linked to delinquent behavior, and to providing treatment. In Fiscal Year 2003-2004 DJJ conducted 1,134 random drug screenings. Testing in intake and orientation facilities, where youth had access to the community immediately prior to admission, yielded positive results in 543 juveniles or 48 percent of those tested. Testing juveniles in long term facilities who had been in custody for a period of time revealed a positive rate of only 2 percent. Drug testing not only helps identify the juvenile's need for substance abuse treatment, but also helps DJJ staff determine where contraband control issues may exist in its facilities.

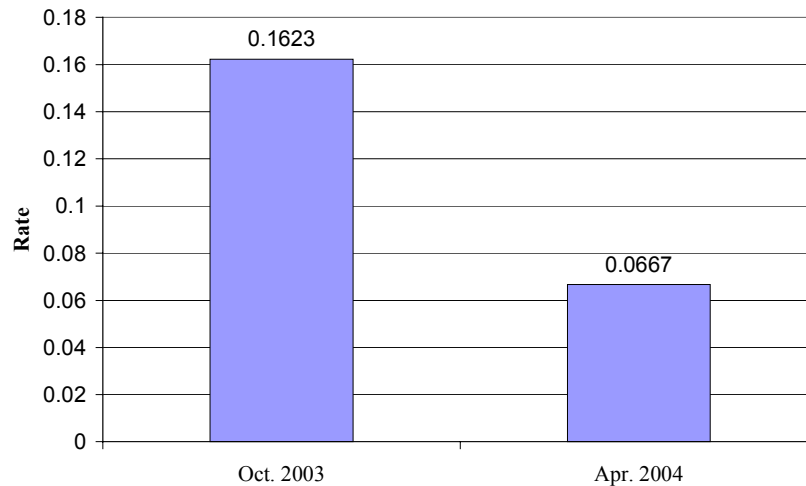
Graph 7.2-8



In 2003-2004 DJJ achieved an important milestone when a 13 year old class action lawsuit concluded favorably, ending federal court oversight of DJJ operations. It is essential that DJJ maintain constitutional standards in its facilities and improve from that benchmark. One key performance indicator is the safety of residents from injury and harm. The Performance based Standards (PbS) national project measures the safety of juvenile correctional facilities as a rate of injury per 100 person-days of youth confinement, enabling comparison across facilities of differing sizes and other attributes such as average length of stay. In its long term facilities DJJ improved markedly when injury results for the data collection period October 2003 are compared to the most recent collection in April 2004. Based on October results, the average youth confined in a DJJ long term facility for 100 days sustained .1623 (less than 1) injury during the period. That rate dropped to .0667 (closer to 0 than 1) when the same measure was taken in April. Within the PbS project rate of injury is a key safety measure for which national as well as local site results are published. Both of the rates for DJJ's long term facilities are substantially lower than the national average for similar types of facilities (.539 in October 2003 and .527 in April 2004).

Graph 7.2-9

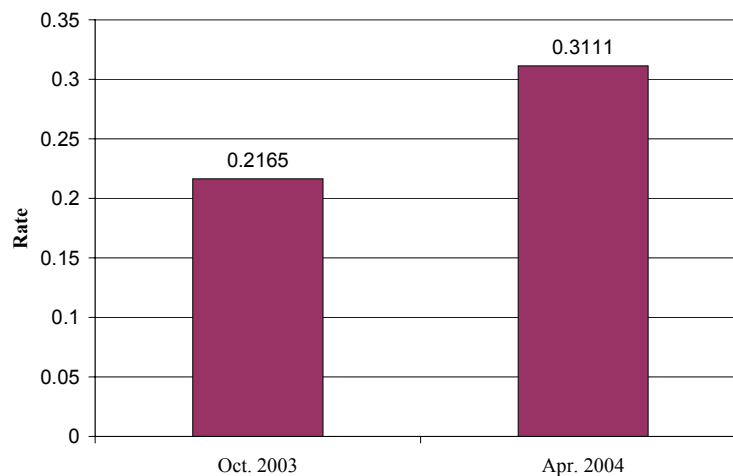
Injuries to Youths per 100 Person-days of Youth Confinement



Discipline and control are essential elements of correctional programs that facilitate receptiveness to treatment and contribute to youth/staff safety. The Performance Based Standards (PbS) project considers incidents of youth misconduct (horseplay, disrespect, etc.) per 100 person-days of confinement to be a key measure of adequacy of correctional programming. According to data results for October 2003 the average youth confined 100 days in a DJJ long term facility had .2165 misconduct incidents (closer to 0 than 1) on record. Although this rate increased to .3111 in the April 2004 data collection period it remained less than one incident per 100 days of confinement. Within the PbS project this measure is not sufficiently standardized for there to be national comparison rates.

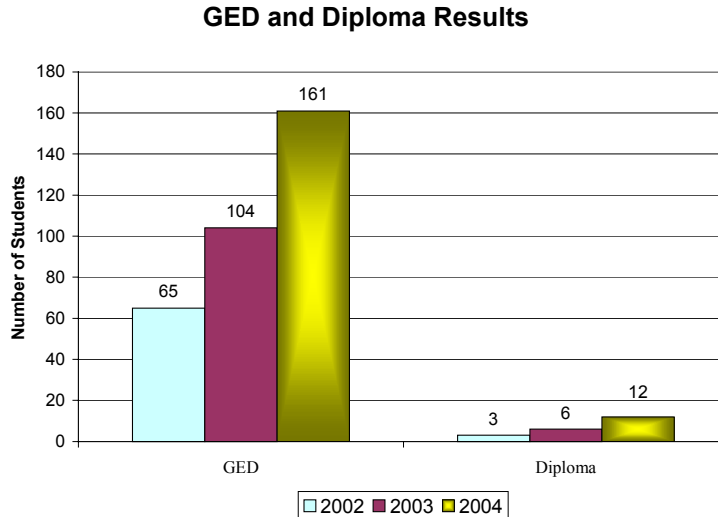
Graph 7.2-10

Incidents of Youth Misconduct per 100 Person-days of Youth Confinement



Another key strategic goal of DJJ is to increase the employability of juveniles. Within its school district DJJ is working to increase youth capacity for future productivity. The number of youth earning their GED certificates/Diplomas improved dramatically in the last two fiscal years. The DJJ administration will persist in its efforts to ensure that more committed juveniles return to the communities with GEDs in hand and ready to enter the job market.

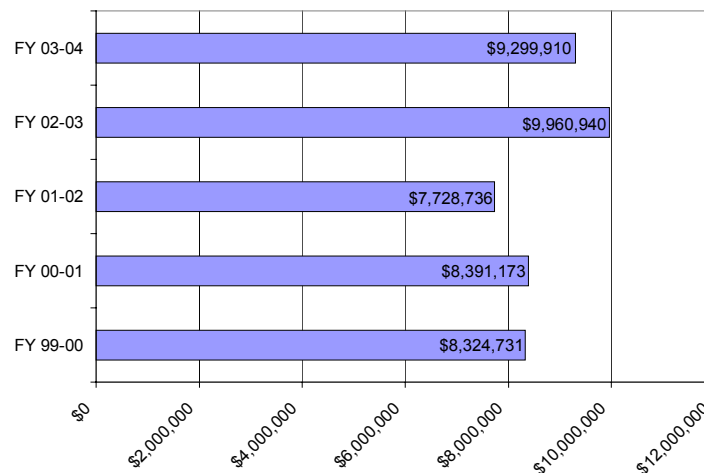
Graph 7.2-11



3. What are your performance levels for key measures of financial performance?

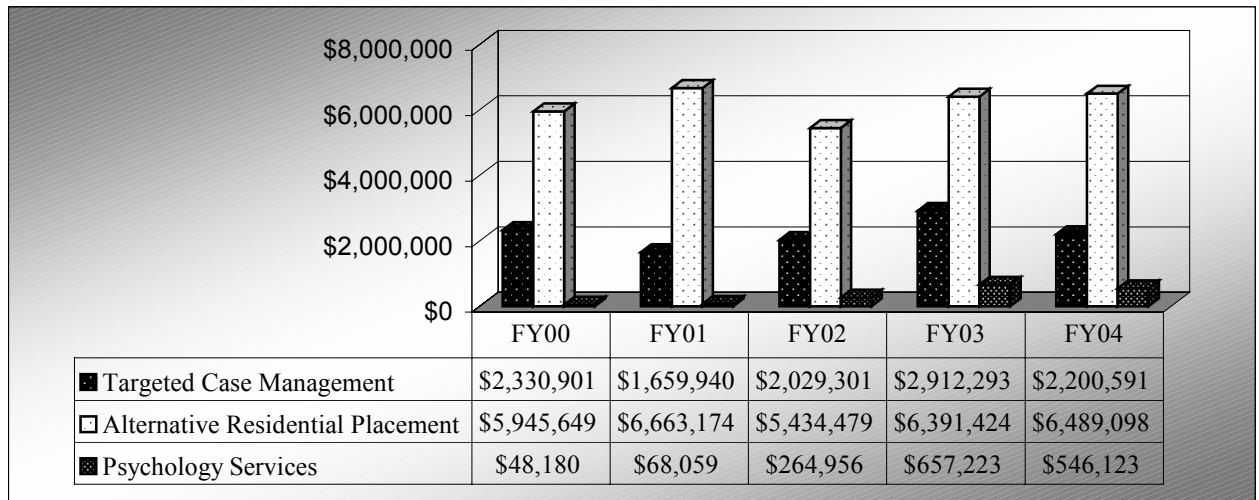
Medicaid reimbursement is an important means of offsetting costs for placements and services within the juvenile justice system, providing dollars to reinvest in programs that are still needed to fill out the continuum. Medicaid reimbursements increased 11.7 percent over the past five years.

**Graph 7.3-1
Medicaid Reimbursements to DJJ – 5 Year Comparison**



The graph below depicts this information categorically.

Graph 7.3-2
Medicaid Reimbursements to DJJ by Category of Service



Another key strategic goal of DJJ is to redirect monies to fund essential services. Using a multi-faceted approach, DJJ has been able to achieve substantial cost savings/cost avoidances in several areas. Examples of these strategies included consolidating functions, partnering with sister agencies to provide services, privatizing services, partnering with Clemson University to operate a residential program for low risk committed offenders at a per diem cost that is more favorable than private providers, and using volunteers to implement and enhance programs in the community. The chart below places a dollar value on each of these strategies:

Chart 7.3-3

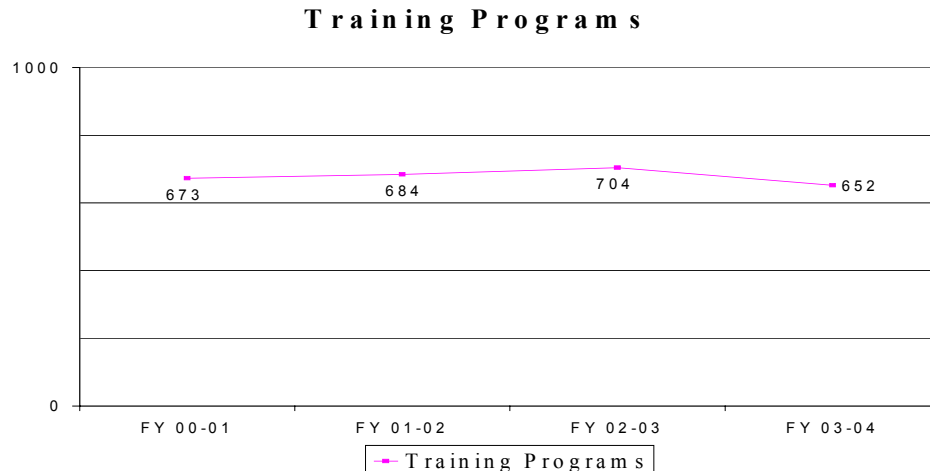
Description of Strategy	Cost Savings/Cost Avoidance*
1) Consolidate long-term facilities within the Broad River Road Complex in Columbia (close Greenwood Center)	\$1,500,000*
2) Partner with SCDC to provide dental care and contract out pharmacy services	\$600,000*
3) Establish 60 beds for low risk committed offenders at Clemson's Camp Long in Aiken (difference between [\$64 x 60 x 365] and [\$110 x 60 x 365])	\$1,007,400
4) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities – 1,562 volunteers contributed 97,703 hours of services, which is valued based on the federal minimum wage (97,703 x \$5.15)	\$503,170

*deducted from DJJ's 04-05 base budget

4. *What are your performance levels and trends for the key measures of Human Resource Results?*

Staff development is a key element of agency competence and growth. In fiscal year 2003-2004 DJJ offered 9,191 class hours to 11,708 participant employees, The total number of training programs, 652 was similar to previous years.

Graph 7.4-1



Juvenile Correctional Officer Basic Training is the centerpiece of DJJ's Staff Development and Training Program. In Fiscal Year 2002-2003 DJJ reorganized this program to include an on-the-job (OJT) training and mentoring component midway through the course of study so that candidates would gain a realistic insight into workplace expectations and conditions. As a part of this process the JCO candidates are being surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some key results from 2003-2004 surveys are summarized below:

Chart 7.4-2
Results of Juvenile Correction Officer On-the-Job Training Survey

Statement	Percentage of Agreement
I understand how to conduct a Unit inspection.	90.9%
I understand how to conduct a head count.	88.9%
I understand how to move juveniles within the facility.	87.9%
I understand how to make entries into a Log Book.	93.5%
I understand the proper procedure to frisk and/or search a juvenile.	97.3%
I understand how to supervise juveniles during mealtimes.	82.9%
I understand how to supervise juveniles during recreational activities.	86.7%
I plan to work as a JCO for at least a year.	94.3%

5. *What are your performance levels and trends for the key measures of regulatory/legal/compliance and community support?*

Fire and life safety in DJJ's facilities within the Broad River Road complex was a lawsuit issue and remains matter taken very seriously by the Department on behalf its employees and the juvenile residents. In the baseline year of 2001-2002 the state Fire Marshall's inspection revealed a total of nine violations in buildings affiliated with these facilities and the schools that are located on premises. The categories of violations included obstructed exits, inappropriate storage of flammable liquids, improper use of extension cords, emergency lights in need of repair, control valve status issues, and bolts or chains on an exit door. In 2002-2003, and in the current reporting year, no such violations were recorded.

Chart 7.5-1

Fire Marshal Inspection Results for DJJ's Broad River Road Facilities

Location	Number of Violations in 01-02	Number of Violations in 02-03	Number of Violations in 03-04
Willow Lane Facility	1	0	0
Willow Lane Middle School	1	0	0
John G. Richards	4	0	0
Birchwood High School	3	0	0
Birchwood Facility	0	0	0
Total Violations	9	0	0

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against DJJ that concluded favorably in FY 2003-2004. In 1998, DJJ set the standard of 90-days for the identification and transfer of youth included in the subclass to appropriate programs. During the last four fiscal years DJJ clinical staff identified and transferred a total of 277 such juveniles.

Graph 7.5-2

**4-Year Comparison of Numbers of Committed Juveniles
Identified as Seriously Mentally Ill or Handicapped**

